



2022 China Medical University Hospital

# CORPORATE SUSTAINABILITY REPORT





# About the Report

China Medical University Hospital (hereinafter referred to as "CMUH") hopes to use this report to let stakeholders who are concerned about the sustainable development of the medical industry and how CMUH promotes sustainable management, understand the influential topics that CMUH is actively involved in and continues to act on their vision for sustainable healthcare. The 2022 Sustainability Report (hereinafter referred to as "this report") is the 2nd voluntary publication by CMUH, and the related information is as follows:

## Reporting Period

Reporting period: January 1, 2022, to December 31, 2022.  
Current release date: August 2023.  
Previous release date: December 2015.  
Future release frequency: Once every two years.

## Disclosure Scope

The financial report scope of CMUH includes the main CMUH, Taichung East District branch, Fengyuan branch, and Taipei branch. However, considering the service scope of each branch, information collection and consolidation, and other relevant reasons, this report sets the disclosure scope to all operational activities of CMUH, revealing performance in economic, social, and environmental aspects. Furthermore, considering the comparability of the information, the principle is to disclose data from the recent three years. For some performance data, due to the past lack of systematic collection of related information or incomplete data, the accuracy of the information collection cannot be effectively confirmed. Therefore, only one or two years of data are disclosed.

## External Assurance

To enhance information transparency and reliability, a third-party entity (SGS Taiwan Ltd.) has conducted a verification process, confirming that this report complies with the AA1000 AS v3 Type 1 moderate assurance level and the GRI Standards 2021 specifications. For the verification statement, please refer to the appendix of this report.

## Management Approach

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## Contact Information

If you have any questions about this report, or any suggestions for CMUH, you are welcome to contact CMUH through the following means:

Contact: Ms. Tian from Administration Management at China Medical University Hospital

Hospital Address: No. 2 Yude Road, North District, Taichung City

Hospital Phone: +886-4-2205-2121

Email: [cmuh.question@tool.caaumed.org.tw](mailto:cmuh.question@tool.caaumed.org.tw)

Hospital Website: <https://www.cmuh.cmu.edu.tw/Home/CmuhIndex>



## Preface By Chairman Of The Board

China Medical University Healthcare System, guided by the core values of "Patient-Centric, Employee-Focused, Hospital-Pride," aims to develop into a world-class medical center of excellence." Currently, it operates five affiliated hospitals. Our unwavering mission to save lives has driven us to establish a network of highly specialized medical centers renowned internationally for their expertise in cancer, stroke, cardiovascular diseases, organ transplantation, and reconstructive surgery. Organ reconstruction surgery and living donor liver transplantation have been at the international top level; stroke center and emergency and trauma center are the leading institutes in Asia.

In recent years, we have actively developed cutting-edge medical treatments, including stem cell therapy, immune cell therapy, gene therapy, and exosome therapy. Furthermore, we have established centers focusing on big data, artificial intelligence, 3D printing, and precision medicine. We are actively pursuing developments in Medical AI and, with a patient-centric approach, aim to provide high-quality, friendly services, hoping to become the "Mayo Clinic of Taiwan". In 2022, we were honored to rank among the top three in the global smart hospital rankings for the high-quality indicator "Digital Health Indicator (DHI)" by the Healthcare Information and Management Systems Society (HIMSS). Additionally, we were proud recipients of the "2023 HIMSS Davies Award of Excellence". We are the only hospital in Taiwan and Asia to receive this accolade. This is a top international award for smart medical achievements, and our clinical results in smart healthcare have been widely praised by international evaluators.

"Actively innovate, pursue excellence, connect internationally, and step onto the global stage." Without innovation, there is no excellence. We must change through innovation, pursue excellence, and serve the world. Our initial step is talent cultivation. In collaboration with Amazon Web Services (AWS), we have established the "Chung-Ya Joint University Cloud Creation

Academy", the first cloud academy in Taiwan dedicated to cultivating talent for the smart medical industry. Moreover, we collaborate with global enterprises and academic institutions such as Microsoft, Google, and the National Institutes of Health (NIH) to focus on AI medical applications and the development of digital medicine and industries.

Simultaneously, we are actively constructing the "Hsinchu Health Industry-Academia Park", "Taichung Shuihuan International Health Industry-Academia Park", and setting up a Research Park. Taking a cue from Stanford University and the Silicon Valley Tech Park, we promote industry-academic cooperation, strengthening R&D, patents, and tech transfers (Paper, Patent, Product; 3P). This is all with the aim of establishing Taiwan's startups, creating a win-win situation for both the industry and academia.

In our 2030 vision, our medical system focuses on "building patient-friendly hospitals, continuously enhancing medical service quality, developing regenerative medicine, digital medicine, and precision medicine to create a Smart AI Hospital", leading Taiwan's medical field to global prominence.

We will uphold the spirit of "Health, Care, Innovation, and Excellence". The China Medical University medical system aims to become an "Even More Excellent World-Class Medical Center." We are dedicated to building a "Globally Renowned High-Tech Biomedical Park with Distinctive Features." Embracing the spirit of corporate social responsibility, "Taking from society and giving back to society," along with our original intention of "Care and Altruism," we put patients at the center of everything we do. We are committed to safeguarding the public health, making positive contributions to Taiwan and the world, and ensuring that Taiwan shines brightly on the global stage.

" Innovation with Excellence,  
Actively Connecting to the World. "

Chang-Hai Tsai M.D., Ph.D.  
Chairman of the Board  
China Medical University & Healthcare System

張 海 泰

## Superintendent's Message

Since its establishment in 1980, China Medical University Hospital (CMUH) has been constantly refining and improving. Under the forward-thinking planning and outstanding leadership of Chairman Tsai Chang-Hai, China Medical University has recruited elite talents from domestic and international arenas despite various challenges faced along the way. We have gradually grown and flourished with persistent efforts, becoming a stalwart fortress safeguarding Taichung's citizens' health.

We firmly believe that focusing on our medical profession is the cornerstone of sustainable operations. As medical and health services providers, we consistently innovate and research, enhancing the quality of medical services and actively venturing into health promotion and preventive care. Beyond continuous medical development, we also challenge the limits of medical technology. Amid the wave of digital transformation, we have taken the lead in artificial intelligence research and its applications. Our goal is to improve medical care and hospital services by fostering cross-industry and interdisciplinary collaborations that lead to significant breakthroughs in medical technology. Faced with the impact of the COVID-19 pandemic, we took on the responsibility of epidemic prevention command in central Taiwan. Faced with the effects of the COVID-19 pandemic, we took on the responsibility of epidemic prevention command in central Taiwan. As a team, we remained unwaveringly committed to safeguarding the health and lives of our citizens amid the crisis.

We continue to align ourselves with the world, striving for excellence. In 2022, we received 19 National Innovation Advancement Awards and National Innovation Award, 1 Silver and 1 Bronze SNQ National Quality Award, 2 Silver

Medals, 4 Honorable Mentions, and 5 badges from the NHQA National Healthcare Quality Award. We were also selected as one of the top three global smart hospitals by the U.S. HIMSS Digital Health Index (DHI) evaluation. In 2023, according to the U.S. Newsweek rankings, we ranked among the top five in Taiwan and first in Central Taiwan.

Chairman Tsai Chang-Hai upholds the philanthropic spirit of "Taking from society and giving back to society," aspiring to concretely address social needs and achieve the core values of corporate social responsibility. Since 2015, we have planned a green and healthy hospital, connecting step by step with the international sustainable development goals of corporate governance, environmental sustainability, and social welfare. Based on our human rights policy, we strive to create a workplace that respects human rights and dignity and is diverse, equal, and inclusive (DEI). Through climate and energy, water management, resource recycling, and air pollution control, we move towards low-carbon sustainability and realize a circular economy. At the same time, we deepen our connection with society, cultivate community relations, care for the underprivileged, and contribute to social progress with shared values.

In implementing sustainable development, we consistently adhere to the organizational culture of "Health, Care, Innovation, and Excellence," advancing with the essence of the humanities and the spirit of science. As medical professionals, we see sustainability as an urgent and ongoing responsibility.

" Moving Forward, Hand in Hand! "

Dr. Der-Yang Cho  
CMUH Superintendent

同德醫院



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## About China Medical University Hospital

1-1 Overview of China Medical University Hospital

1-1 Overview of China Medical University Hospital



# 1. About China Medical University Hospital

## 1-1 Overview of China Medical University Hospital Historical Development

In the wake of the medical resource scarcity in the central region during the 1970s, critically ill patients often endured pain and traveled north for medical treatment. In 1973, led by Chairman Chen Li-fu and medical pioneers, the first large-scale comprehensive hospital with traditional Chinese and Western medicine practices began under the name of China Medical College (now China Medical University, abbreviated as CMU). Since the inauguration of the first medical building in 1980, China Medical University Hospital (CMUH) has expanded and extended its facilities to provide high-quality medical services to the public. It has also served as a practical training ground for clinical medical education, contributing to cultivating healthcare professionals in Taiwan.

A prime example of this commitment is evident in the Mid-Taiwan Smart Heart Network, where an intelligent assistance system is deployed for the remote diagnosis of acute myocardial infarction. This innovative technology ensures swift and accurate diagnoses, contributing significantly to improved patient outcomes. Additionally, a predictive antimicrobial system has been developed to recommend precise medications, effectively preventing sepsis and subsequently enhancing patient survival rates. Further integrating these advancements, the iHi Cloud platform serves as a comprehensive solution, leveraging millions of records to establish a centralized database. This enables us to craft personalized prevention and treatment plans, tailoring our medical approach to the unique needs of each individual. The implementation of these cutting-edge technologies exemplifies our ongoing commitment to utilizing innovation for the betterment of patient care and overall healthcare outcomes.

1958

Establishment of China Medical College.



1980.11.16 Inauguration of CMUH, initially named as the Affiliated Hospital of China Medical College.

1980~2000

1999  
Opening of the Li-fu Medical Building.



1997  
Inauguration of the Mei-de Medical Building.



1980  
Opening of the First Medical Building



2000~2020

2000.05.08  
Upgraded to a Medical Center

2002  
Opening of the Rehabilitation Medical Building.



2003.08.01  
Renamed as China Medical University Hospital in response to the college's restructuring as a university.

2007  
Inauguration of the Cancer Center Building and the Emergency and Critical Care Center Building.



## About CMUH

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### About CMUH

China Medical University Hospital

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### Establishment Objectives and Core Services:

The establishment aims to function as a comprehensive medical center, with a primary focus on delivering exceptional healthcare and health insurance services, alongside the commitment to education and research.

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### Address

No. 2, Yude Road, North District, Taichung City, Taiwan 404327

4

### First Medical Building Lifu Medical Building

Rehabilitation Medical Building  
Cancer Center Building  
Critical Care Center Building  
Eye and ENT Medical Center Building

5

### Floor area Total Floor Area

193,227 m<sup>2</sup>

7

### Beds

1,946 beds (acute care beds,  
specialty hospital beds included)

6

### Staff

5,612 (statistics as of 2022)

8

### Scope of Services (statistics as of 2022)

2,153,000 outpatient visits  
138,000 emergency visits  
79,000 inpatient admissions  
62,000 operations

## Purpose Vision Goals

### Missions

- Provide patients with excellent and holistic medical services
- Make commitments to the instructional and research functions of a university hospital
- Promote features of traditional medicine and advocate for its modernization

### Vision

Become the world-leading  
Chinese and Western medical center

### Purpose

Advocate for the basic  
human right of health

### Value

Respect patient dignity,  
value employee contribution,  
and be proud of the hospital.

### Goals

Establish safe and high-quality hospital environments  
Provide world-class medical healthcare services  
Construct a well-managed China Medical University  
Health Care System  
Develop patient-centered innovations  
Promote holistic medical education and cultivate talents  
Transform into a smart hospital and integrate  
biomedical technology industry chains



## 1-2 Value Creation Process

China Medical University Hospital's foremost mission is to advocate the basic human right to health. It endeavors to shape societal health values based on patient needs. A well-organized structure and a proficient healthcare team diligently protect the well-being of patients. Collaborating with community healthcare partners, external medical associations, suppliers, and volunteers, the team extends the impact of health to communities, remote areas, and internationally. The hospital is steadfast in its commitment to eco-friendly healthcare, promoting energy efficiency and carbon reduction, and actively contributing to efforts to combat climate change. Together, we will implement the 2030 vision of "establishing a friendly hospital, continuously enhancing quality, innovating cutting-edge healthcare, and safeguarding the health of the entire population."

## Creating Health Values

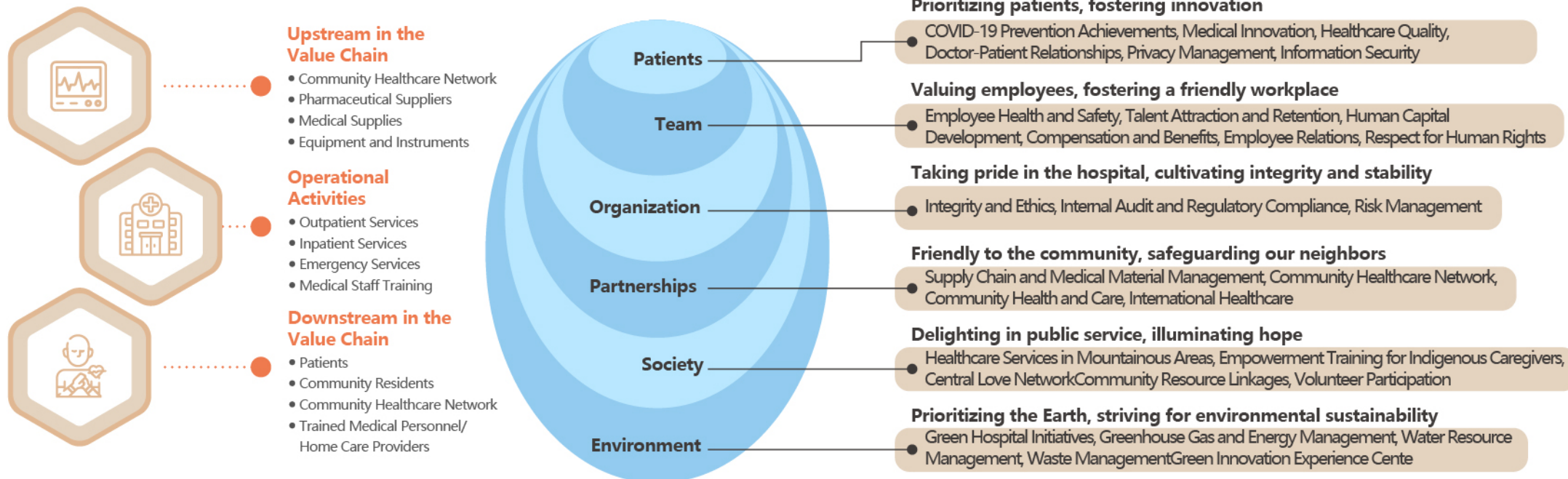
"Patients" are the focal point of the hospital's establishment and operation. Through the formation of medical teams, our goal is to provide patients with both physical and mental health values. The organizational structure and horizontal connections within each department support the team in executing medical operations and contribute to a healthy work environment.

Beyond the hospital, we collaborate with pharmaceutical suppliers, community healthcare networks, and nearby communities to advance medical technology, ensure pharmaceutical quality, and improve the health of community residents. This expansion creates concentric circles of community health, fostering solid connections and values. We extend our care to rural areas, enhancing societal health values and reducing carbon emissions within the institution by leveraging internal and external resources and workforce.

Examining the use of all resources within the hospital, managing water resources, implementing energy-saving and carbon reduction measures, connecting internal and external medical volunteers, and promoting environmental education and experiential activities contribute to enhancing the ecological health values of the Earth.

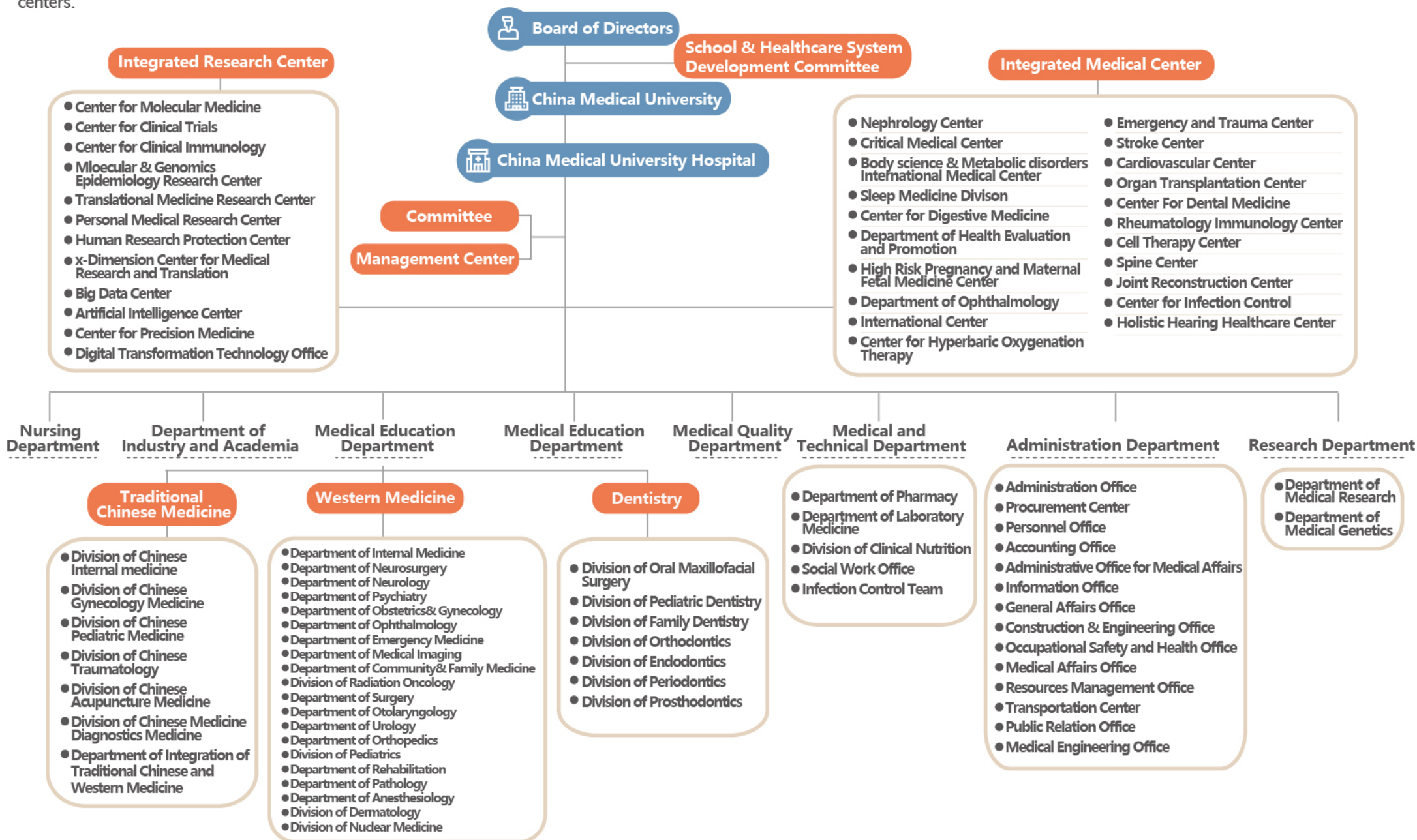
This report adopts the pathway of creating health values as its presentation framework. It also reevaluates China Medical University Hospital's achievements in sustainable development, serving as the foundation for future planning and improvement as we invest in sustainable management.

## Operational Activities and Value Chain



## CMUH Organizational Structure

CMUH of the China Medical University, supervised and managed by the board of directors of the China Medical University, comprises 34 medical departments, 5 medical technology departments, a nursing department, 2 research departments, 14 administrative departments, a medical quality department, an education department, and an industry-academia department. In addition, CMUH offers comprehensive medical care and quality research through 23 integrated medical care centers and 12 integrated research centers.



In compliance with regulations, evaluation standards, and operational requirements, CMUH has established 48 committees with eight primary functional attributes to advance various professional affairs within the hospital. Each committee is led by an executive at the chief secretary or above level, integrating and coordinating opinions from different departments and sections.

## Participation in External Organizations

Personnel from the CMUH hospital actively evaluate and participate in related public associations, contributing professional influence to the sustainable development of the healthcare industry. They serve in leadership roles such as chairman, vice-chairman, and honorary chairman in 25 organizations and as executive directors or executive supervisors in another 30 organizations.

## 2. Sustainability Issue Management

CMUH adheres to the AA1000 Assurance Standard, which include "Inclusivity, Materiality, Responsiveness, and Impact" as four major principles. It identifies and confirms significant themes and conducts a four-stage material sustainability issue management process following the GRI Universal Standards 2021 edition.

As part of the sustainability issue management process, CMUH assesses the "impact" of sustainability issues based on a thorough understanding of its operations, business relationships, stakeholders, and sustainability context. It involves collecting relevant sustainability issues, identifying key stakeholders, and analyzing each issue's substantial or potential impacts on the economy, environment, and society during the operational process. A stakeholder deliberation analysis is carried out for each sustainability issue to determine its impact level. After discussion at the management level, eight significant sustainability issues were identified out of twenty-three topics, examining each issue's impact scope and management boundaries, formulating management policies and objectives, and serving as a reference for subsequent sustainability information disclosure.

In the future, the process of identifying significant sustainability issues will be conducted regularly to assess the impact of related issues. These factors will continue to be essential to CMUH's operational strategy and short-, medium-, and long-term goals.

## 2022 Sustainability Issue Management Process



## 2-1 Understanding the Organizational Context

### Identifying Stakeholders

The CMUH follows the AA1000 SES Stakeholder Engagement Standard, examining the relationship between various types of stakeholders and the hospital based on five dimensions: accountability, influence, tension, diversity of perspectives, and dependence. Thirteen core executives assessed the relevance of each type of stakeholder to the hospital and, after jointly reviewing the scoring results and discussion, identified the key stakeholders for the year 2022 as: hospital colleagues, patients or their families, the hospital's supervisory team, regulatory authorities, various interns, suppliers or contractors, volunteers, and patient support groups.

### Collecting Sustainability Issues

The CMUH based on the organizational value creation process and an overview of stakeholders, refers to global sustainability disclosure standards or norms (GRI, SASB, TCFD), requirements of government agencies, reports from domestic and international benchmark medical institutions, reports on global sustainable medical trends, and issues of concern to stakeholders. From these references, the hospital compiled 23 sustainability issues for impact assessment.



## 2-2 Assessing Impact and Disclosure Issues

### Identifying Actual and Potential Impacts

Thirteen CMUH executives analyzed 23 sustainability issues, identifying the actual and potential economic, environmental, and social impacts of each issue.

### Surveying Stakeholder Concerns

To comprehensively understand the concerns and expectations of key stakeholders, a large-scale sustainability issue questionnaire survey was distributed. A total of 2,093 valid responses were collected, providing a robust basis for our analysis. The feedback from the questionnaire was then statistically analyzed to understand the levels of concern of different categories of key stakeholders regarding various sustainability issues.

### The Top Seven Issues of Concern to Stakeholders are:



## The Sustainability Issue Impact Analysis

Thirteen key executives analyzed the impact of sustainability issues along two dimensions - severity and likelihood. Thirteen key executives analyzed the impact of sustainability issues along two dimensions—severity and likelihood. They also differentiated between the positive and negative effects of each issue. The most severe problems involve human rights. Simultaneously, the team emphasizes the importance of assessment on stakeholder concerns. This analysis was then visualized as a three-dimensional impact matrix, providing CMUH with a tool to continuously evaluate the severity of the impacts of sustainability issues in the future.

### Identifying Priority Disclosure of Significant Issues.

In the third quarter of 2022, core executives driving sustainability initiatives conducted comprehensive discussions and evaluations based on the sustainability issue impact matrix and the interim achievements of annual sustainability initiatives. Following this assessment, they identified eight sustainability issues as priority disclosures for the 2022 sustainability report of CMUH. These issues include healthcare quality and services, doctor-patient relationships, integrity and medical ethics, risk management, talent attraction and retention, occupational safety and health, human capital development, and privacy protection. Simultaneously, they initiated relevant procedures for compiling sustainability information.

Remark :

X-axis: Impact Severity (Positive/Negative)

Y-axis: Likelihood of Impact

Bubble size: Stakeholder Concern Level

